United Nations DP/DCP/AGO/3

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
16 April 2014

Original: English

Annual session 2014
23-27 June 2014, Geneva
Item 8 of the provisional agenda
Country programmes and related matters

Draft country programme document for Angola (2015-2019)

Contents

Chapter	*Page*
I. Programme rationale	2
II. Programme priorities and partnerships	4
III. Programme and risk management	5
IV. Monitoring and evaluation	6
Annex. Results and resources framework	8

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I. Programme rationale

1. For the past decade, Angola has enjoyed a rapid economic growth that has outpaced human development. The oil-dominated economy (85 per cent of state revenues) produces growth rates above 8 per cent, and at $4,580 the relatively high gross national income per capita is above the middle-income country threshold. Since the end of the war, the country has enjoyed political and social stability and security. On the other hand, human development is low (HDI of 0.508, ranking 148 out of 187 countries), reflecting least developed country conditions. The capital-intensive extractive sector employs less than 1 per cent of the labour force, resulting in an official unemployment rate of 23 per cent (National Development Plan, 2012). As expressed in the plan, the Government of Angola is committed to transforming the economy by diversifying from oil into agriculture, industry, tourism and fisheries.

2. Poverty has geographic and gender dimensions that reflect the disparities in the distribution of gains in economic growth. Despite significant pro-poor policies and programmes, the national poverty rate is 36.6 per cent (58.3 per cent in rural areas and 18.7 per cent in urban areas, according to the integrated survey on population wellbeing, 2010) and income inequalities related to gender remain high. With a Gini coefficient of 0.54, the country is the fifth most unequal in Africa. Institutional and human capacities, as well as heavy bureaucracy, represent major challenges to translating the ambitious national plans into increased levels of equitable and sustained human development. Angola ranks 179th out of 189 countries in the 2014 World Bank 'doing business' index. Over 60 per cent of the population is between 15 and 35 years of age, with an unemployment rate of 40 per cent (World Bank, 2002). Given the current state of economic disparity and low participation in decision-making, there is a possibility for discontent and social tension that could risk reversing development gains.

3. Although Angola devotes huge resources to economic and social infrastructure, expanding health and educational facilities and augmenting human capital, the social indicators are not commensurate with the resource base. Angola is on track to achieve some targets of Millennium Development Goals 1, 2, 3, 6, 7 and 8, but is unlikely to achieve 4 or 5. With an HIV prevalence rate of 2.4 per cent, Angola is among the least burdened in the Southern African Development Community (SADC). Yet the impact of low access to treatment, prevention services and behavioural factors could fuel the epidemic. The Government, with United Nations support, recently initiated an acceleration plan to scale up prevention and treatment and to eliminate mother-to-child transmission by 2015. Despite the large state allocations to social protection, interventions tend to be sectoral and narrowly defined, while institutional mandates and arrangements are complex and sometimes confusing. This leaves the most vulnerable members of the population inadequately covered.

4. Angola is addressing gender equality and women's empowerment. The proportion of women in Parliament increased from 16 per cent in 2000 to 38 per cent in 2012 – comparable to Mozambique (39 per cent) and well ahead of Cape Verde (21 per cent), but still below the SADC target of 50 per cent. A new gender policy and a related law on domestic violence were recently approved. But significant gender disparities persist in decision-making, the labour market, and the formal economy, due to enduring barriers to women's access to educational, economic and political opportunities. Angola has one of the fastest population growth rates in Africa, and increasing numbers of young people looking for jobs and opportunities. Out of a population of 19 million, an estimated 7.4 million students are enrolled in all levels of non-university education.

5. Angola has made progress in strengthening democratic institutions and practices, and revamping governance structures, especially at the municipal level. Two elections, a revised constitution, the creation of human rights institutions, and increasing engagement by civil society groups in the development dialogue, have been important steps in building democratic space. Greater citizen engagement – and enhanced state capacity to respond –

would improve service delivery and meaningful participation in decision-making at the national and sub-national levels.

6. The reform and modernization of the justice and legal sector have resulted in an increased number of courts, updated civil codes and reviewed statutes of magistrates. There remain challenges of human and institutional capacities to increase access to justice systems and the rule of law, and to redress human rights contraventions – including administrative and support systems – particularly at the local level. The non-enjoyment of these basic rights hinders citizens from fully benefitting from governance reforms and realizing their full potential.

7. The governance of disaster risk management and response can greatly affect poverty. Angola experiences persistent floods and drought, the adverse economic and social impact of which is compounded by weak disaster preparedness and response. The 30-year war left behind many mines and much unexploded ordnance. Although substantial national capacity to plan and execute mine action exists, and progress is being made in landmine removal, there are challenges of institutional coordination, data management, treaty compliance and priority-setting. While policies and strategies for addressing biodiversity, climate change and environmental sustainability have been articulated, translating them into action has been impeded by weak institutional capacity, the need to work across sectors, and insufficient tools and capabilities to ensure compliance with essential standards such as mandatory impact assessments before major public or private works projects are carried out.

8. The 2012 assessment of development results acknowledged that UNDP contributions through the 2009-2013 country programme cycle were important in terms of responding to the changing national context, particularly the shift along the continuum from post-conflict to development. UNDP technical support to the Government strengthened institutional development and enhanced policy formulation, particularly in gender, national biodiversity, mine action, domestic violence, response to HIV and AIDS, and science, technology and innovation. For example, UNDP drew on its global knowledge and partnership networks to promote ongoing South-South and triangular cooperation in the area of decentralization and local governance, where best practices from Brazil, Cabo Verde, Mozambique, Portugal and Spain were shared through a series of studies, national forums, and official high-level visits. The result has been a broadening of the policy debate on decentralization, including gender-responsive budgeting and the participation of communities in local decision-making. The assessment recommended a tighter, long-term programmatic approach to UNDP interventions in areas of relevance to ensure the sustainability of results.

9. Lessons from past cooperation with Angola demonstrate that the added value UNDP brings to Angola is knowledge based, compiling ideas and good practices from its global knowledge network. In that respect, the new programme responds to the strategic shift to upstream policy advice and issue-based approaches to programming, using the catalytic UNDP core resources to leverage power and relationships that facilitate transformative changes.

10. The Angola National Development Plan, 2013-2017, focuses on economic growth and diversification, graduating from least developed country status, bridging inequities, and improving service delivery. The national development objectives and priorities are well defined and provide a clear direction, including for United Nations organizations. In a resource-rich environment, where official development assistance is less than 3 per cent, the value added by UNDP will be through work at the policy level, helping to leverage national resources to achieve development results. UNDP works in partnership with the Government and has been providing support to the country in its 'graduation' to middle-income country status, governance and poverty reduction efforts. UNDP will broker knowledge and tap into regional and global networks in support of its advisory services to address political governance, human rights, justice, and other sensitive issues.

11. The overarching theory of change articulated in the country programme document is that human development is possible when people participate in decision-making and are empowered to contribute and share the benefits of economic growth in a sustainable environment. To support the transformation and sustainable development of the economy, enable democratic governance, and strengthen resilience at all levels of society in Angola, UNDP will work at an upstream level, leading through innovation, knowledge products, and thought-leadership. UNDP views the strengthening of democratic governance as central to increasing the space and opportunity for the poor to participate in the economy and in building resilience to protect development investments made since the end of the conflict in 2002. Critical to the success of those outputs will be testable, repeatable, and, if successful, joint interventions that can be scaled up from the local to the national level. The Government is the primary partner, and powerful agent of change, in allocating resources and adopting good practices and ideas. Work to strengthen civil society and influence the growing corporate sector will be intensified.

II. Programme priorities and partnerships

12. Testing its conceptual theory of change, and in line the national priorities expressed in the National Development Plan and reflected in the United Nations Partnership Framework, UNDP will work at the nexus of governance, inclusive growth, and resilience. Drawing on its global reach, convening power, and partnerships with the Government, United Nations organizations, the private sector, civil society and local communities, UNDP will provide policy, technical and implementation support to address these inter-related dimensions in a coherent and sustainable manner. UNDP support to each of these intervention areas represents a catalytic investment to leverage national resources for the replication of transformative outcomes. Recommendations made in the assessment of development results, and deliberations with the Government on the United Nations Partnership Framework, reinforced the strategic, lead-agency engagement of UNDP in the areas of governance, equitable economic growth and sustainable development.

13. The programme will contribute to the national goal of achieving inclusive growth and sustainable development. UNDP will support the 'graduation' programme and the development aspirations of the Government by providing innovative policy advice, leveraging South-South and triangular cooperation approaches to investment, and opening access to regional and international markets. The programme will explore and harness best practices and knowledge in social protection (Brazil), economic diversification (Madagascar, South Africa), and local governance (Mozambique). A National Human Development Report on the graduation of Angola from least developed country status will be explored as a means gathering this work together, providing an advocacy tool, and building a solid conceptual and analytical foundation for progress.

14. Responding to the above challenges and programme rationale, UNDP will support, in an integrated manner, the following programme priorities: (a) policies and strategies to promote inclusive, sustainable growth, leading to 'graduation' from the least developed countries group; (b) participatory governance and the modernization of public institutions for effective service delivery; (c) human rights, access to justice by all citizens, and accelerated progress on women's empowerment; and (d) environmental sustainability for disaster risk reduction and economic advancement. Those programme priorities correspond to outcomes 1, 3, 2 and 5, respectively, of the UNDP strategic plan, 2014-2017. The programme will incorporate outputs related to outcomes 4 and 7 on gender, innovation, and national capacity for data collection and analysis. In all areas, there will be an emphasis on thinking innovatively in programme design to ensure complementarity with national priorities, and ensuring that lessons learned are replicable, can be scaled up, and will contribute to sustainable development results.

15. UNDP will support government efforts in economic diversification by taking a strategic, targeted approach to scalable livelihoods and entrepreneurship development.

UNDP will not go into large-scale livelihoods or private sector development, but will seek to engage at the policy level and to act as a broker, where possible and throughout the programme, in linking big investors with small producers and developing skills to help people find opportunities in non-extractive sectors such as tourism and agro-business. This will be done in collaboration with the International Labour Organization (ILO), the African Development Bank (AfDB), the World Bank, and others, drawing on lessons learned from the Africa regional programme, 2014-2017. UNDP will also partner with the Ministry of Economy to explore strategies for diversifying the economy.

16. In reinforcing wider access to basic social services, UNDP will foster democratic space for rights-based processes and institutions, as well as the supply of capable institutions able to deliver services to the poorest and most marginalized. UNDP will focus, in collaboration with the Office of the United Nations High Commissioner for Human Rights (OHCHR) and other partners, on advocacy for adherence to international human rights conventions and greater women's empowerment – economic and political – as well as greater access to capacitated courts.

17. UNDP will continue its engagement in decentralization at the policy level, supporting the implementation of government plans and strategies. UNDP will work with several municipalities on an 'incubator' basis, codify lessons from participatory and effective governance for basic social service delivery, and then support government scaling up of good practices. Work in extractives will link up to UNDP global and Africa regional initiatives to support the new mining code of Angola, expose the Ministry of Geology and Mines to international best practice in governing the mining sector, and support the capacity of the ministry to manage the mining sector sustainably. Over time, if the opportunity arises, UNDP will engage with local communities to ensure greater voice in decision-making on extractive revenues management, allocation, and benefit sharing.

18. The programme will reinforce the links between sustainable environment, disaster risk management, and gender equality, to reduce multi-dimensional poverty. This will entail engaging at the national level, through the Global Environment Facility (GEF) and other modalities, to ensure that environmental policies, strategies, and screening safeguards are effectively implemented 'downstream' to protect the environment while promoting livelihoods and increasing 'green' job opportunities. UNDP will support the preparation and implementation of gender-responsive provincial contingency, resilience and disaster risk reduction plans. UNDP will seek to continue its work on disaster risk reduction with the International Organization for Migration (IOM) and others through joint programming. Work on mine action is a legacy area that is expected to be phased out of the UNDP portfolio by the end of the programming period. Until then, work will focus on institutional coordination, data management, treaty compliance and priority-setting.

III. Programme and risk management

19. This country programme document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for aligning results and resources assigned to the programme at the country level. The accountability of managers at the country, regional and headquarters levels with respect to country programmes is prescribed in the UNDP programme and operations policies and procedures and the internal controls framework.

20. National execution will be the default modality, to be replaced by direct execution for all or part of the programme if required to enable response to force majeure. The United Nations Partnership Framework reviews will ensure that United Nations and UNDP support is implemented in line with nationally owned expectations. Other international development partners will also participate in these reviews.

21. Implementation modalities, agreed upon with Government, will be selected depending on need. When using national implementation, UNDP will assess the capacities of

potential implementing partners to effectively manage resources and achieve planned results. Areas of work related to the Global Fund will be under direct implementation. To enhance delivery, UNDP will use traditional partnerships with bilateral and multilateral development partners and the United Nations country team and will expand partnerships with the private sector and civil society in all areas of the country programme.

22. To ensure programme and project quality, effectiveness, and efficiency, UNDP will adopt a portfolio approach to its programme. In addition to establishing specific, measurable, achievable and attributable, relevant and realistic, time-bound, timely, trackable and targeted ('SMART') indicators to inform results-based management outcome reporting, active management of budgets, and tracking and management of risks through Atlas, with support from the Regional Service Centre, will be enhanced through training and mentoring on results-based management and programme management. Training for implementing partners on UNDP project management systems will continue to be provided.

23. In addressing the potential transitional risks associated with moving upstream, the country office is undergoing a financial sustainability and effectiveness exercise with a view to 'right-fitting' human resources to reflect the new programme design. The UNDP country presence and profile will include qualified, credible staff, backed by efficient operations and able to respond quickly to demand. To mitigate the risk at the project formulation stage, and to enhance environmental and social sustainability, all projects will undergo a systematic review process to ensure that the environmental and social safeguards, costs and benefits of an intervention are evaluated in accordance with UNDP policies and standards. If a project is deemed to have negative social or environmental issues it will undergo a more intensive screening and management review process. While the risk of political instability remains low, the high dependency on natural resource extraction for growth exposes the country to downturns in the global economy. The high-cost of doing business in Angola and the intensification of the drought-flood cycles pose further challenges. UNDP will continue to broaden its donor partnership base, expand its core and non-core resource base – including government cost-sharing – and focus on developing national institutional and human capabilities and building resilience capacity to offset potential shocks associated with natural disasters, or a decline in resource-based income. There is a generalized challenge among development partners of delivery in the Angolan environment; measures to address this will include an emphasis on capacity development and fewer projects, which will translate to lower transaction costs for the country office.

24. As an early-warning management tool, and to improve effectiveness, the country office will use the Atlas risk-log as the backbone of its operational and programme reporting. It will build on guidance from programme and project boards, direction from the UNDP programme and project management arrangements, and knowledge derived from outcome evaluations, and will ensure that budgets for monitoring and evaluation are earmarked and approved at the local project appraisal committee level.

IV. Monitoring and evaluation

25. As reflected in its results-based management strategy, the country office will strengthen in-house capacity for data collection, analysis, and utilization to track the contribution of the programme to transformative change. At least 5 per cent of programme resources will be earmarked to cover the costs of monitoring, evaluation, and relevant studies. The new country programme will intensify efforts in monitoring and operationalizing real-time, 'SMART' data collection for continuous assessment of UNDP contributions to transformative change and the delivery of high-quality policy and programme support. The primary baseline data for the programme will be sourced from the National Statistics Institute. The 2014 census is a major strategic opportunity to address the quantity and quality of data, and will provide a sound foundation for baseline monitoring

and evaluation of United Nations Partnership Framework outcomes and country programme outputs.

26. UNDP, in collaboration with other partners, will continue to support the Ministry of Planning and Territorial Development and the National Statistics Institute in implementing the national strategy for statistics and developing institutional capacity to update, analyse and utilize relevant data for evidenced-based development policies and strategies. The strategic long-term partnership with the Ministry of Planning and Territorial Development and the National Statistics Institute will strengthen the ability of UNDP to map and dialogue on the outputs (intended or unintended, positive or negative) of its interventions based upon reliable national data.

27. The present draft country programme document is aligned with the United Nations Partnership Framework and the National Development Plan. Oversight, monitoring and evaluation will be carried out through Partnership Framework mechanisms. For example, Partnership Framework outcome boards will oversee and continually track the progress of United Nations and UNDP contributions to achieving outcomes, and will adjust the strategies and approaches of the country programme accordingly. The boards will include representation from participating United Nations organizations, the Government, independent research think tanks, and development partners established within the coordination mechanisms of the United Nations Partnership Framework. In line with the Framework, the United Nations inter-agency monitoring and evaluation groups will be responsible coordinating, managing and reporting on overall performance and testing of the theories of change in each of the outcome areas.

28. To test the underlying country programme theories of change, multi-year, issues-based policy research and studies will be commissioned through think tanks, universities, and the private sector. The findings will contribute to continuous learning and adjustments to the programme strategies and outputs.

Annex. Results and resources framework

National priority or goal ***(Millennium Development Goals 1, 2, 3, 6, 7 and 8)***

- Ensure basic and necessary conditions to development and competitive integration of Angola in the international context.
- Promote growth and economic diversification, national enterprises, and employment (including the insertion of the youth into active life).
- Strengthen Angola positioning at regional and international levels (particularly in the SADC and African Union).
- Contribute actively to poverty reduction by supporting most vulnerable people, and ensuring their productive and social reintegration.

United Nations Partnership Assistance Framework (UNPAF) outcome involving UNDP, No. 1: By 2019, Angola has put into place and is implementing policies and strategies to promote inclusive and sustainable growth, leading to graduation from the least developed countries group.

Related strategic plan outcome: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

UNPAF outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs	Major partners/partnerships/ frameworks	Indicative resources by outcome (in $)
Indicator 1.1. Non-oil GDP growth rate. BL: 9.0 % (NDP 2013-2017) T: At least 10.4% (2019)	- Ministry of Finance reports - United Nations Conference on Trade and Development least developed countries report - UNDP global Human Development Report - World Bank reports - BNA reports - AfDB reports - Private sector reports	**1.1. Innovative development solutions and partnerships to support positioning Angola as a middle-income country and leadership at regional and global levels.** *Indicator 1.1.1.* Number and scope of new South-South and triangular cooperation partnerships, public-private partnership mechanisms that provide innovative solutions for inclusive growth. *Baseline:* Not available *Target:* Two South-South/triangular partnerships enabled *Data sources:* MPDT, Ministry of External Relations (MIREX), Ministry of the Economy (MINEC) *Frequency:* Annual	Government: Ministry of Planning and Territorial Development (MPDT), MIREX Ministry of External Relations, Ministry of Commerce (MINCO), MINEC Ministry of Economic Development, Ministry of Geology (MINGEO), Ministry of Youth and Sport (MINJUD), National Bank of Angola (BNA), Ministry of Justice (MININD) Ministry of Industry, National Statistics Institute (INE), Ministry of the Family and Promotion of Women (MINFAMU), Ministry of Public Administration, Employment and Social Security (MAPTSS) *Other partners:* non-governmental organizations, civil society organizations, universities, private sector *Development partners:* UNCTAD, ILO, Food and Agriculture Organization (FAO),	**Regular: 1,326,000**

			United Nations Industrial Development Organization (UNIDO), European Commission, AfDB, World Bank, Economic Commission for Africa (ECA), International Monetary Fund (IMF)	
Indicator 1.2. Increasing Human Development Index (HDI). *Baseline:* 0. 486 (2011). *Target:* Medium HDI country, above 0.54 (2019)		**1.2. Strengthened national systems and institutions to achieve diversification, entrepreneurial development and sustainable livelihoods.** *Indicator 1.2.1.* No. of schemes enabled to expand and diversify employment and livelihood opportunities for youth and women. *Baseline:* Not available. *Target:* At least 3 entrepreneurial development initiatives brokered between investors and producers. *Data source:* MAPTSS, MINFAMU, INE, MINEC, MINCO *Frequency:* Annual		**Regular: 3,000,000** **Other: 1,000,000**
Indicator 1.3. National statistics system reinforced, contributing to evidence-based planning and monitoring. *Baseline:* National strategy for statistics development under preparation. *Target:* Strategy implemented, ensuring the provision of timely and reliable data at central, provincial and local levels.	- INE Publications - Government National Development Plan progress reports - National Human Development Reports - Results of the Census 2014 - MDGs and post-2015 reports - Other non-government reports	**1.3. Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring** *Indicator 1.3.1.* No. of plans, strategies and analytical reports produced using high-quality, disaggregated data. *Baseline:* Most plans are based on outdated data. *Target:* At least 2 plans use updated and disaggregated data. *Data source:* INE/MPDT/UNDP *Frequency:* Biannually	*Government:* MPDT, INE, MIREX, MINCO, MINEC, Ministry of the Environment (MINAMB), Ministry of Territorial Administration (MAT), Ministry of Industry (*MININD Ministry of Industry*), MINGEO, MINFAMU, (MAPTSS)Ministry of Public Administration, Employment and Social Security (MAPESS) *Other partners:* Community-based organizations (CBOs), non-governmental organizations (NGOs), civil society organizations (CSOs), universities, centres of excellence, private sector *Development Partners:* United Nations Children's Fund	**Regular: 1,000,000**

			(UNICEF), UNFPA, AfDB, World Bank, European Commission	
Indicator 1.4. Policy and law on social assistance with complementary measures established. *Baseline:* Draft policy on social assistance and legal framework incomplete. *Target:* Social assistance policy and regulatory framework in place	- Government National Development Plan progress reports - Human Development Reports - Results of the 2014 Census - MDG report - Post-2015 reports - Reports on social services	**1.4. Options enabled and facilitated for inclusive and sustainable social protection** *Indicator 1.4.1.* No. of policies and schemes that enhance access to social protection for the poor and other risk groups *Baseline:* Draft social protection Policy exists. *Target:* Approved, responsive policy. *Data source:* MINFAMU, Ministry of Welfare and Social Reintegration (MINARS), National budget. *Frequency:* Annual	*Government:* MINFIN Ministry of Finance, MINARS Ministry of Social Reintegration, MINFAMU, MPDT, Ministry of the Interior (MININT), INE, MAPTSS *Other partners:* CBOs, NGOs, CSOs, universities, private sector *Development partners:* UNICEF, European Commission, IMF, World Bank	**Regular: 700,000**
Indicator 1.5. Coverage of HIV and AIDS services disaggregated by sex, age, urban/rural, and income groups. *Baseline:* (60%). *Target:* 90%.	- Government National Development Plan progress reports - Reports of the special session of the General Assembly on HIV/AIDS - National Aids Council report	**1.5. National institutions, systems, laws and policies strengthened for equitable delivery of HIV and related services.** *Indicator 1.5.1.* No. of people who have access to HIV and related services through UNDP-managed interventions *Baseline:* 23,151 *Target:* 40,000. *Data sources:* National Institute in the Fight against AIDS (INLS), Ministry of Health (MINSA), INE. *Frequency:* Annual	*Government:* INLS Institute for fight against HIV AIDS (National AIDS Council), MINSA Ministry of Health, MINFAMU, MINJUD, MINARS Ministry of Rehabilitation and social reintegration, MAPTSS *Other partners:* CBOs, NGOs, CSOs, universities, private sector *Development Partners:* Global Fund to Fight AIDS, Tuberculosis and Malaria, UNAIDS, UNFPA, World Health Organization (WHO), UNICEF, United States Agency for International Development (USAID), IOM, President's Emergency Plan for AIDS Relief.	**Regular: 700,000** **Other: 25,000,000**

National priority or goal ***(Millennium Development Goals 1,3 and 8)*** Ensure equitable development and human security through public sector reform and decentralization, with a focus on civic and inclusive democratic participation, freedom and human rights and the development of civil society.				
UNPAF outcome involving UNDP No. 2: By 2019, all citizens actively participate in public issues, and the public institutions are modernized, delivering effective services at local levels based on good governance criteria.				
Related strategic plan outcome: Countries have strengthened institutions to progressively deliver universal access to basic services.				
UNPAF outcome indicator(s), baseline, target(s)	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme outputs**	**Major partners/partnerships/ frameworks**	**Indicative resources by outcome (in $)**
Indicator 2.1. Revision of policies and laws about decentralization and strengthening capacities for local governance. *Baseline:* Law 17/2010 on decentralization, and existence of institutions and national programs for training of civil servants at central, provincial and local levels. *Target:* Laws on local governance and local elections prepared and approved.	- Government reports - INE publications - United Nations reports - Universal periodic review reports - Committee on the Elimination of Discrimination against Women (CEDAW) reports - Non-governmental reports on human rights	**2.1. National capacities for improved basic service delivery and participation enhanced.** *Indicator 2.1.1.* Improved participation of youth and women in local development decision-making processes. *Baseline:* Not available. *Target:* At least 30% increase. *Data source:* MAT. *Frequency:* Biannual *Indicator 2.1.2.* National framework and strategies for effective decentralized governance strengthened. *Baseline:* 0. *Target:* Decentralization framework and strategy in-place. *Data source:* MAT. *Frequency:* Annual *Indicator 2.1.3.* Increased capacity of pilot municipalities to plan, budget, and monitor delivery of basic services. *Baseline:* Not available. *Target:* 20% improvement. *Data source:* MAT/municipal reports. *Frequency:* Annual	*Government:* MAT, MAPTSS, MPDT for leadership, coordination and technical support MAT, MAPTSS, MPDT, local governments, Ministry of Higher Education for implementation *Other partners:* OHCHR, UNCDF, ILO, UN-Women, CSOs, private sector *Development partners:* European Commission	**Regular: 3,000,000** **Other: 500,000** **Government cost-sharing: 1,000,000**

	- Extractive industry (non-oil sector) - Government reports - United Nations reports - MINGEO reports - MINAMB reports	**2.2. Strengthened national capacity for improved governance of the extractive sector.** *Indicator 2.2.1.* Institutional capacity of MINGEO enhanced for improved governance of extractive sector. *Baseline:* Outdated regulatory frameworks. *Target:* Updated, compliant frameworks. *Data source:* MINGEO, Government reports. *Frequency:* Annual	*Government:* MINGEO, MINAMB, MININD, MINCO, MINEC *Other partners:* UNEP, UNDP RSC, ILO, ECA, civil society organizations, private sector *Development partners:* World Bank, AfDB, European Commission, Norway, Japan International Cooperation Agency (JICA)	**Regular: 500,000**
UNPAF outcome involving UNDP No. 3: By 2019, national institutions are strengthened for the promotion of human rights, ensuring knowledge of and access to justice by all citizens, especially the most vulnerable.				
Related strategic plan outcome: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.				
UNPAF outcome indicator(s), baselines, target(s)	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme outputs**	**Major partners/partnerships/ frameworks**	**Indicative resources by outcome (in $)**
Indicator 3.1. National legislation aligned to the conventions and international treaties ratified. *Baseline:* Universal periodic review (UPR) recommendations not totally implemented. *Target:* UPR recommendations implemented and state in compliance with int'l norms. *Indicator 3.2.* Increase access to high-quality justice services, disaggregated by sex and population group, in the delivery of basic services, disaggregated by sex, urban/rural and income groups. *Baseline:* 70 courts. *Target:* 160 courts	- Government reports - United Nations reports - UPR reports - CEDAW report -Non-governmental reports on human rights	**3.1. Capacity of justice and rule of law institutions enabled for improved access and redress** *Indicator 3.1.1.* Women and marginalized groups have improved access to formal and informal justice systems. *Baseline:* Weak institutional capacities. *Target:* 20% improvement in capacity. *Data source:* MINJUS, CSOs. *Frequency:* Annual *Indicator 3.1.2.* No. of human rights conventions ratified. *Baseline:* Three UN human rights conventions not ratified. *Target:* At least two ratified. *Data source:* MINJUS, Government reports. *Frequency:* Annual	Government: Ministry of Justice and Human Rights (MINJUS), Ministry of Youth and Sport MINJUD, Office of Ombudsman, Attorney-General, National Assembly. *Other partners:* Human rights CSOs, private sector. *Development partners:* OHCHR, IOM, ILO, UNESCO, UN-Women, UNFPA, UNHCR	**Regular: 1,000,000** **Other: 500,000**

Indicator 3.3. Functional mechanisms for democratic participation of women and youth in institutions and development of the country in place. *Baseline:* Existence of Community Action Councils (CACs) and provincial councils for children), CPAC and CSOs. *Target:* effective functioning of CACs, Provincial Action Councils (CPACs) and other mechanisms that contribute to participatory decision-making.	- Government reports - United Nations reports - UPR reports - CEDAW reports - Non-government reports on human rights - 'Civic participation and gender' database	**3.2. Evidence informed strategies to advance gender equality and women's empowerment.** *Indicator 3.2.1.* Analyses conducted on sex-disaggregated data and gender statistics, and advocacy undertaken to strengthen linkages between gender equality/women's empowerment and development. *Baseline:* Insufficient gender disaggregated data. *Target:* At least 2 reports with gender disaggregated data. *Data source:* INE, MINFAMU. *Frequency:* Annual *Indicator 3.2.2.* Capacity of MINFAMU, police, CSOs strengthened to implement gender-based violence policy and action plan. *Baseline:* Non-implementation of law and action plan. *Target:* 50% of action plan implemented by 2019. *Data source:* INE, MINJUS, MININT, MINFAMU. *Frequency:* Annual	*Government:* MINFAMU, INE, MINECO, MAPTSS, MPDT *Other partners:* CSOs, private sector, UNFPA, GEF, UNCDF, UN-Women, UNICEF *Development partners:* Norway, AfDB, European Commission.	**Regular: 500,000** **Other: 666,000**

National priority or goal ***(Millennium Development Goals 1, 2, 3, 6,7 and 8):***
Contribute to sustainable development by ensuring the preservation of the environment and the quality of life of citizens.
Promote growth and economic diversification, national enterprises, and employment (including the insertion of the youth into active life).

UNPAF outcome involving UNDP No. 4: By 2019, the environmental sustainability is strengthened through the improvement of management of energy, natural resources, access to green technology, climate change strategies, conservation of biodiversity, and systems and plans to reduce disasters and risks.

Related strategic plan outcome: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.

UNPAF outcome indicator(s), baselines, target(s)	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme outputs**	**Major partners/partnerships/ frameworks**	**Indicative resources by outcome (in $)**
Indicator 4.1). Disaster and climate risk management plans fully funded through national, local and sectorial development budgets. *Baseline:* One plan funded. *Target:* 18 plans funded.	- Relevant United Nations conventions and framework reports - National programme and strategy for energy for all (SE4All) - Government reports United Nations reports	**4.1. Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.** *Indicator 4.1.1.* No. of responsive legal, policy and institutional frameworks supported for sustainable management of environment resources. *Baseline:* Weak institutional capacities	*Government:* MINAMB, Ministry of Agriculture and Rural Development (MINAGRO), MININD, MPDT, Ministry of Energy and Water. *Other partners:* United Nations Office on Drugs and Crime, UNEP, GEF, FAO, CBOs, CSOs, NGOs, academia, private sector, law enforcement agencies.	**Regular: 1,312,000** **Other: 27,000,000** **Government cost sharing: 3,000,000**

		and policy frameworks. *Target:* At least 2 policy frameworks enabled. *Data Source:* MINAMB. *Frequency:* Annual. *Indicator 4.1.2.* No of ratified international conventions (such as the United Nations Framework Convention on Climate Change and the Convention on Biological Diversity) implemented and reported on. *Baseline:* 2 non-implemented conventions. *Target:* 2 conventions ratified. *Data source:* MINAMB *Frequency:* Annual.	*Development partners:* United Kingdom, Convention on International Trade in Endangered Species (CITES) Secretariat, World Customs Organization, Interpol, European Commission.	
Indicator 4.2. No. of national and provincial institutions capable of identifying and monitoring disasters and risks, and implementing the national contingency plan, 2014-2019. *Baseline:* Only one province has a contingency plan (Cunene). *Target:* At least 10 provinces with a contingency plan.	- NAPA reports - MININT reports - National Hyogo framework reports - Annual reports on the Mine Ban Convention - Government reports - United Nations reports - OCHA reports	**4.2 Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community.** *Indicator 4.2.1.* No. of effective systems for prevention, early warning and preparedness to address disasters and risks. *Baseline:* One provincial contingency plan operational. *Target:* At least 5 gender-responsive Provincial Contingency Plans prepared and operational. *Data source:* MININT, MINARS. *Frequency:* Annual *Indicator 4.2.2. No.* of newly established early warning systems. *Baseline:* 0. *Target:* 2. *Data sources:* MININT, MINAGRO, MINARS. *Frequency:* Annual.	*Government:* MPDT, MININT, MINARS, Ministry of Defence and MAT *Other partners:* UNICEF, IOM, WHO, FAO, OCHA, UNMAS, CSOs, private sector *Development partners:* European Commission, JICA, Oxfam.	**Regular: 1,000,000**